



DEPARTMENT OF THE ARMY
UNITED STATES ARMY WAR COLLEGE AND CARLISLE BARRACKS
CARLISLE, PENNSYLVANIA 17013-5210

March 19, 2015

REPLY TO
ATTENTION OF

Teammate,

Congratulations on your selection to attend the U.S. Army War College as a member of the resident class of 2016. You've made it across a very high bar for selection! I look forward to welcoming you in person, knowing that your experience here will be inspirational and transformational.

At this time in our nation's history, leadership education is the critical task to arm our military services with informed, ethical, strategic decision-makers for a complex security environment. The Army War College's role is to produce strategic leaders and ideas invaluable to the nation. I am impressed every day by the contributions our students and faculty make for the Army and the nation. I know that you will find your educational experience here to be life-changing. Not only will you pursue your personal and professional development, you will be able to take part in group or individual research projects that will contribute substantively to the larger forces' understanding of key strategic issues.

You'll find the right people here to support your pursuit of the strategic knowledge and skill set that you will be able to apply immediately upon graduation. The Army War College faculty is known for its mix of senior military "professors of practice" and academic professors who collaborate in faculty teams to support and guide you. As well, the Army War College team draws from the rich expertise in each of the Army War College organizations to offer library, research and writing support; assessment tools with personalized feedback; global networks of academics and practitioners; and studies, war-gaming and working groups exploring emerging strategic issues. Your colleagues in the class will be the key partners in this undertaking. The Class of 2016 will merge the experiences and insights of Army, Navy, Marine Corps, Air Force and Coast Guard officers, as well as senior civilians of U.S. national security agencies and military officers from throughout the world. The Army War College has always attracted the largest number of International Fellows across all of the war colleges. Your class will have 80 International Fellows from 79 different countries this year- the largest international class in U.S. Army War College history.

Our location at Carlisle Barracks in southcentral Pennsylvania will play a huge role in your success as a student and your time to deepen your connections with your family. Mutual support and neighborliness have characterized local relations since the frontier days of the mid-1700s when Carlisle citizens urged the British Army to establish the post at Carlisle. Since then, this small base has been the ideal size, location, and personality to "beta-test" new schools for the Army. Success triggered each Army school's move to larger installations until 1951 when the Army chose to place the Army War College in this college-town environment with its two-hour proximity to the National Capital Region. We are close enough to the National Capital Region to attract top national security leaders and experts to engage our students and far enough to set

aside the op-tempo and commuting challenges so as to concentrate on studies.

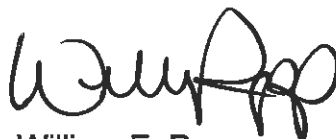
At Carlisle Barracks, you are job one for every faculty member, researcher, administrative staffer and post employee. This is true for student families, as well. Our outstanding on-post family homes, a close-knit community, extraordinarily convenient access to fitness, community, retail, and youth services makes this a very smart choice for families. If you are weighing family togetherness at Carlisle against family stability at your current location, I urge you to weigh the benefits of a family year together at Carlisle. Contact a member of the Class of 2015 for their thoughts on family life at Carlisle, or contact my staff via the Class of 2016 web site.

Please look for the email from our G1 which will include instructions that direct you to the student in-processing web site, with guidance about housing choices and pre-arrival requirements. Learn more about the opportunities that await students, spouses, teens, and children by visiting the Class of 2016 web site at <https://www.carlisle.army.mil> with its interactive, 'Got a Question' option. Join our community at <http://www.facebook.com/usawc>. I urge you to visit the family housing website and take video tours through the various styles of quarters available. Visit the local school districts and see for yourself the welcoming atmosphere. In sum, this will be a tremendously positive year for you as a student and we are confident it will be one of your family's favorite postings ever.

As you anticipate your Army War College year, consider what you will expect of the war college experience and of yourself. I assure you that we will present the faculty, curriculum, calendar and complementary activities that will help you reset your professional and personal life, and prepare you for the challenges that await as a senior leader.

Again, I offer my sincere congratulations for selection to the Army War College Class of 2016. See you in July!

Strength and Wisdom!

A handwritten signature in black ink, appearing to read 'W. Rapp', with a stylized flourish at the end.

William E. Rapp
Major General, U.S. Army
Commandant